

A RESOLUTION BY

04- *R* -1056

CITY UTILITIES COMMITTEE

A RESOLUTION AUTHORIZING THE MAYOR TO ISSUE A NOTICE TO PROCEED TO CH2M HILL / WRJ - JV TO FACILITATE THE UPDATE OF THE CITY'S SOLID WASTE MANAGEMENT PLAN AND TO EVALUATE SOLID WASTE SERVICES OPERATIONS TO DETERMINE THE FEASIBILITY OF UTILIZING OUTSIDE SOURCES TO IMPROVE SERVICE DELIVERY; TO AUTHORIZE PAYMENT OF COST AND EXPENSES RELATED THERETO IN AN AMOUNT NOT TO EXCEED \$ 365,537.00, TO BE PAID FROM FUND, ACCOUNT AND CENTER NUMBER 2P01 524001 M38101.

WHEREAS, the City adopted its current Solid Waste Management Plan in 1995 in accordance with the State of Georgia Department of Community Affairs Minimum Planning Standards and Procedures for Solid Waste Management; and

WHEREAS, the City is required to update its Solid Waste Management Plan every ten years; and

WHEREAS, the Council of the City did request, by resolution, for the Mayor to investigate options to privatize the Bureau of Solid Waste Services in an effort to reduce the annual solid waste services bill; and

WHEREAS, it is necessary to investigate solid waste management options in order to complete the required ten year update of the City's Solid Waste Management Plan; and

WHEREAS, the City of Atlanta, (the "City") did enter into FC-7619-03-C, Annual Contract for Architectural and Engineering Services with CH2M Hill / WRJ - JV; and

WHEREAS, the Department of Public Works, requires engineering consulting services for the purpose of investigating solid waste management options and updating the City's Solid Waste Management Plan; and

WHEREAS, the Commissioner of the Department of Public Works has recommended CH2M Hill / WRJ - JV to provide the engineering and consulting services necessary to fully investigate the City's solid waste management options and assist in preparing the required Solid Waste Management Plan update.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF ATLANTA, GEORGIA, that the Mayor be and is hereby authorized to approve a notice to proceed with CH2M Hill / WRJ - JV for FC-7619-03-C, Annual Contract for Architectural and Engineering Services in an amount not to exceed Three Hundred Sixty-five Thousand Five Hundred Thirty-seven Dollars (\$365,537.00).

BE IT FURTHER RESOLVED, that the Chief Procurement Officer be and is hereby directed to prepare an appropriate contractual agreement for execution by the Mayor to be approved by the City Attorney as to form.

BE IT FURTHER RESOLVED, that this notice to proceed should not become binding on the City, and the City shall incur no liability upon same until such contract has been executed by the Mayor and delivered to the contracting party.

BE IT FINALLY RESOLVED, that all services for said notice to proceed shall be charged to and paid from fund account and center number: 2P01 524001 M38101.

June 4, 2004

Mr. James Swope
Solid Waste Services Bureau, City of Atlanta
68 Mitchell Avenue, SW
Atlanta, GA 30335

Subject: Scope of Services to Prepare the Short-Term Work Program, Perform Benchmarking, and Update the Long-Term Solid Waste Management Plan

Dear Mr. Swope:

The City of Atlanta has requested that CH2M HILL provide a cost proposal to conduct an assessment of the City of Atlanta's Solid Waste Services' performance, benchmark Solid Waste Services' performance against the other comparable jurisdictions, and recommend possible ways to improve service delivery and operations. CH2M HILL will perform the work under three phases:

- Phase 1 - Short-Term Work Program
- Phase 2 - Performance Benchmarking
- Phase 3 - Update the Long-Term Solid Waste Management Plan

Tasks that will be performed to complete this work are outlined below and a detailed description of the scope is presented in the attached scope of work.

Phase 1 – Short-Term Work Program

- Data Analysis

The City of Atlanta will gather five and ten year operations cost estimates for the implementation of each planning element of the SWMP. CH2M HILL will analyze this data and update the implementation section of the SWMP, accordingly. The update includes revising the implementation strategy and schedule.

- Assistance During Preparation of the Short-Term Work Program

CH2M HILL will prepare a report on the Short-Term Work Program that details the following:

1. List the City's SWMP accomplishments
2. Demonstrate ten years of disposal capacity

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3. Update the implementation strategy and report on a new Short-Term Work Program that covers the next five-year planning period.
 4. Provide an updated implementation schedule
 5. Annotate each element in the SWMP's Summary of Information section with what items will be updated.
 6. Allow for public participation on the Short-Term Work Program.
- Development of a Public Involvement Program

CH2M HILL will develop a Public Involvement Plan (PIP) for the Solid Waste Planning process. The plan involves defining the public and the stakeholders, defining the issues and developing an audience-targeted strategy to inform the public about key milestones and important aspects of the program. The PIP will provide a long-term approach to address public involvement needs based on the current understanding.

Phase 2 – Performance Benchmarking

CH2M HILL will assess and evaluate the following items:

- Residential Waste Collection
- Yard Trimmings Collection
- Bulk Waste Collection
- Commercial Waste Collection
- Curbside Collection of Residential Recyclables
- Commercial and Multi-Family Recycling
- Assessment of Costing Practices and Staffing Levels
- Evaluation of Incentive Rate Structures for Recycling and Yard Trimmings Programs
- Assess Competitive Collection Strategies

At the completion of these tasks, the project team will document its findings in a draft and final Benchmarking report. The report will include a list of references, a description of all sources of data used, and a discussion of how they were used in benchmarking against City of Atlanta data. Conclusions and recommendations will be made regarding the following:

- Total cost for each category of collection
- Comparison costs of other similar public and private collection operations and facilities

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- An evaluation of staffing levels and efficiency
- Potential ways to save costs
- Suggested operational improvements
- Operational reviews and recommendations for each collection system and facility.

Phase 3 – Update the Long-Term Solid Waste Management Plan

- Update the Long-Term Solid Waste Management Plan (SWMP)

CH2M HILL will update the SWMP and follow the Georgia Department of Community Affairs' "Minimum Planning Standards And Procedures For Solid Waste Management (Chapter 110-4-3)."

- Implementation of the Ongoing (Long-Term) Public Involvement Program

The long-term program will address activities to implement the PIP that will occur as part of the solid waste management planning process. This task will be reevaluated and modified if necessary after the PIP is finalized and the first phase of the program is complete.

Compensation

This work will be performed under the terms and conditions of Architectural and Engineering Services Agreement between the City of Atlanta and CH2M HILL/WRJ, Inc Joint Venture (JV). The work will be performed under per diem rates and expense markups established in the contract. The estimated project costs are shown in the attached Table 1.

Schedule

The JV understands that the City expects these scopes of work to be completed according to the following time line:

- Short-Term Work Program - June 2004
- Performance Bench-Marking - August 2004
- Draft Long Term Solid Waste management Plan - January 2005
- Final Long Term Solid Waste management Plan - October 2005

We thank you for the continuing opportunity to work with the City of Atlanta. If there are any questions, please call either Gerri Dickerson at (770) 604-9095 or John Wood at (717) 892-7487.

Mr. James Swope

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Sincerely,

CH2M HILL/WRJ JOINT VENTURE

Gerri Dickerson, P.E.
Program Manager

Attachment

cc: Fred Artis, CH2M HILL/WRJ JV
John Wood, CH2M HILL/WRJ JV
Eric Chang, CH2M HILL/WRJ JV

Scope of Work

Prepare the Short-Term Work Program, Perform Benchmarking, and Update the Long-Term Solid Waste Management Plan

CH2M HILL will work with the City of Atlanta's Solid Waste Services staff to obtain the information required to assess Solid Waste Services' performance, conduct the necessary analyses, benchmark Solid Waste Services' performance against the other comparable jurisdictions, and recommend possible ways to improve service delivery and operations.

Data Collection

Efficient collection and management of information will be an important aspect of this project. To ensure success, information must be collected, analyzed, and reported in an efficient, clear, and analytically sound manner.

- **Identification of Data Needs, Methods, and Contacts by Task.** CH2M HILL will identify all data necessary to complete each task, potential sources for the data, and the method that will be used to collect the data.
- **Preparation of Detailed Data Requests for Each Source.** CH2M HILL will prepare interview guides and information requests.
- **Preparation of a Data Collection Schedule.**

Support for the Preparation of the Short-Term Work Program

CH2M HILL will assist the City in the preparation of a report on the Short-Term Work Program. The Short-Term Work Program is the portion of the SWMP's Implementation Strategy that lists the specific actions to be undertaken annually by the City over the upcoming five years to implement the comprehensive SWMP. The report on the Short-Term Work Program must list the SWMP accomplishments, demonstrate ten years of disposal capacity from the date of submission of the new Short-Term Work Program, and provide an implementation strategy that addresses the planning elements in the existing SWMP. The updated implementation strategy will provide a schedule of proposed activities covering the years between the date of submission of the new STWP up to the due date for the next ten year SWMP.

Comprehensive Evaluation and Benchmarking

One of the key aspects in the evaluation of Solid Waste Services' collection and facility operations will be the comparisons to similar operations in other jurisdictions. Benchmarking against other operations will allow the project team to identify areas where Solid Waste Services' operations excel and where there may be room for improvement.

The methodology and data from these audits and studies will serve as the foundation for the benchmark comparisons of Solid Waste Services' operations. CH2M HILL will compare Solid Waste Services' operations against those of both public and private entities.

CH2M HILL will use standardized performance measures and methodologies and the City's access to extensive databases for collection and transportation. The net result will be a more accurate and cost-effective assessment of the relative efficiency of Solid Waste Services' operations. CH2M HILL will examine where operations are above, at, or below average for the services provided and the conditions prevailing in Atlanta. If different from average, the evaluations will indicate the factors responsible for this difference.

Update the Long-Term Solid Waste Management Plan

CH2M HILL will update the Long-Term Solid Waste Management Plan. The purpose of this plan is to assess the current status of solid waste management within the City of Atlanta, determine the City's solid waste planning needs and goals, and determine how an effective and comprehensive solid waste management program will be implemented within its jurisdiction. The plan will follow the Georgia Department of Community Affairs' "Updated 2003 Minimum Planning Standards and Procedures for Solid Waste Management (Chapter 110-4-3)."

The SWMP will address the following planning elements: waste disposal stream analysis; waste reduction; collection; disposal; land limitation; education and public involvement; and an implementation schedule. The plan will provide for the assurance of adequate solid waste handling capability and capacity within the City for at least ten years from the date of the completion of the SWMP. The plan will specifically address:

- An adequate collection and disposal capability;
- Enumerate the solid waste handling facilities as to size and type; and
- Identify those sites that are not suitable for solid waste handling facilities based on environmental and land use factors.

In updating the SWMP, an adequate opportunity for public participation will be provided in the process.

Scope of Services

The scope of services for this agreement includes three phases:

- Phase 1 – Short-Term Work Program
- Phase 2 - Performance Benchmarking
- Phase 3 –Update the Long-Term Solid Waste Management Plan

Phase 1 – Short-Term Work Program

Task 1.1 Data Analysis

The City of Atlanta will gather five and ten year operations cost estimates for the implementation of each planning element of the SWMP. CH2M HILL will analyze this data and update the implementation section of the SWMP, accordingly. The update includes revising the implementation strategy and schedule.

Task 1.2 – Assistance During Preparation of the Short-Term Work Program

CH2M HILL will assist the City in preparing a report on the Short-Term Work Program that details the following:

1. List the City's SWMP accomplishments
2. Demonstrate ten years of disposal capacity
3. Update the implementation strategy and report on a new Short-Term Work Program that covers the next five-year planning period.
4. Provide an updated implementation schedule
5. Annotate each element in the SWMP's Summary of Information section with what items will be updated.
6. Allow for public participation on the Short-Term Work Program.

Task 1.3 – Development of a Public Involvement Plan

CH2M HILL will develop a Public Involvement Plan (PIP) for the Solid Waste Planning process. The plan involves defining the public and the stakeholders, defining the issues and developing an audience-targeted strategy to inform the public about key milestones and important aspects of the program. The PIP will provide a long-term approach to address public involvement needs based on the current understanding. The following is a conceptual outline of the PIP.

City of Atlanta

Outline of Public Involvement Plan for Solid Waste Planning

A. Introduction

Purpose and Objectives of the Public Involvement Plan
Roles and Responsibilities of various agencies and parties
Description of how the information was obtained

Organization of the PIP

B. Community Background

History of the Solid Waste Planning Process

Overview of demographics of the community (summary of available data including socioeconomic levels, ethnic composition, land use, zoning, ownership, and regional geology)

Regulatory Process for plan development and submission

C. Elements of Public Participation Program

Milestones, public meetings, stakeholder committees, planned press releases, media contacts information updates, web pages, and fact sheets

Public input into the selection process

Location of information repository to review key documents and data pertaining to the project

Deliverables: CH2M HILL will provide three copies of the draft PIP to the City for review. Following receipt of written comments, CH2M HILL will prepare 10 copies of the revised PIP.

Task 1.4 - Meetings

The project manager and technical leads will participate in a kickoff meeting. At this meeting CH2M HILL will present and discuss the City's proposed study methodology and focus on the following:

- Data requests and availability
- Schedule for facility site visits
- Identification of key personnel for interviews
- Review of the proposed work plan and schedule

Additionally, the project manager and one project staff member will attend up to two progress meetings with Solid Waste Services staff.

Additionally, CH2M HILL will prepare for and conduct a meeting with the City to review the status of the PIP and develop consensus for future public information activities. The objective of this meeting will be to:

- Define Target Audiences and Information Needs
- Concur on objectives of the PIP
- Concur on scope of public involvement activities
- Brainstorm a theme and "look" for the public involvement

Phase 2 - Performance Benchmarking

CH2M HILL will be assisted in this task by R.W Beck.

Task 2.1 - Residential Waste Collection

CH2M HILL will assess the efficiency of Atlanta's residential waste collections operations based on three analyses. First, the cost of collection will be computed using Standard methodology for other cities. This will enable a valid comparison of the cost per ton and cost per household in Atlanta. Efficiency of collection is evaluated by holding constant factors beyond the control of management, such as route density, quantity of waste generated, and wage rates, and comparing Atlanta's actual costs to those predicted by the statistical model for a community with Atlanta's characteristics.

A second assessment of efficiency depends on a direct observation of collection operations, beginning with dispatch and continuing through observation of loading procedures, vehicle operation procedures, and routing. Several vehicles will be followed for at least a full load, while a trained observer notes the path taken, driving patterns, times at key route junctions, numbers of containers emptied and households serviced, miles driven, and any other occurrences (such as a vehicle breakdown). These data will be analyzed and compared to results from other communities, enabling an assessment of the efficiency of routes, work rates, driving practices, and work loads. This set of data also enables an assessment of the extent to which the vehicle's compaction is being employed effectively.

Third, interviews will be conducted with managers of key solid waste collection operations and with selected workers. These interviews solicit direct responses to questions about Solid Waste Services' operating procedures, such as purchasing procedures and financial and physical controls over inventory, as well as opinions about areas where improvements could be achieved and perceived barriers to realizing these opportunities for improvement. Additionally, CH2M HILL will query those interviewed about factors considered outstanding in the operations of Solid Waste Services. These data, together with the observations of the City's onsite personnel, will provide more detail for the City's statistical picture of Solid Waste Services' efficiency.

Task 2.2 - Yard Trimmings Collection

The efficiency of yard trimmings collection will be assessed in a manner parallel to that employed for residential solid waste collection: gather data on costs and quantities collected; observe collections; interview personnel. Again, information from the database will be used to assess the economic and technical efficiency of the system. The data in the database includes both contract operations and municipal operations for yard trimmings.

Based on direct observation of yard trimmings collections, and other data collected on site, CH2M HILL will model the cost impacts of alternative equipment and container configurations for yard trimmings. As part of the evaluation, CH2M HILL will evaluate changes in crew sizes and collection service schedules. The equipment to be considered will include packer vehicles equipped with flippers for containers of up to 90 gallons. Also considered will be dual compartment packer vehicles suitable for handling two components of the waste stream in

packer compartments. CH2M HILL will describe options for funding the purchase of new City-provided yard trimmings carts, including charging customers. CH2M HILL will address customer service issues related to potential equipment or container changes including changes in set-out limits, allowances for occasional additional or oversize material, and possible charges for carts.

CH2M HILL will review the City composting agreement. CH2M HILL will evaluate the roles and responsibilities of each party to the contract, and advise the City on the flexibility of the contract to address changes and modifications to be evaluated in Phases 1 and 2. For example, CH2M HILL will review the potential in the yard trimmings service contract to direct haul yard trimmings materials to the compost operations.

Task 2.3 - Bulk Waste Collection

The efficiency of bulk waste collection will be assessed in a manner parallel to that employed for residential solid waste collection: gather data on costs and quantities collected; observe collections; interview personnel. Again, information from the database will be used to assess the economic and technical efficiency of the system. The data in the database includes both contract operations and municipal operations for yard trimmings.

Based on direct observation of bulk waste collections, and other data collected on site, CH2M HILL will model the cost impacts of alternative equipment and container configurations for bulk waste. As part of the evaluation, CH2M HILL will evaluate changes in crew sizes and collection service schedules. The equipment to be considered will include packer vehicles equipped with flippers for containers of up to 90 gallons. Also considered will be dual compartment packer vehicles suitable for handling two components of the waste stream in packer compartments. CH2M HILL will describe options for funding the purchase of new City-provided bulk waste carts, including charging customers. CH2M HILL will address customer service issues related to potential equipment or container changes including changes in set-out limits, allowances for occasional additional or oversize material, and possible charges for carts.

CH2M HILL will review the City composting agreement. CH2M HILL will evaluate the roles and responsibilities of each party to the contract, and advise the City on the flexibility of the contract to address changes and modifications to be evaluated in Phases 1 and 2. For example, CH2M HILL will review the potential in the bulk waste service contract to direct haul bulk waste materials to the compost operations.

Task 2.4 - Commercial Waste Collection

The assessment of the efficiency of commercial waste collection will proceed much as the residential assessment.

Costs will be determined using the standard cost accounting model format. These costs will be compared to Standard database for similar services in nearby communities.

Routes will be observed and an assessment will be made of work practices, the efficiency of routing, and the efficiency of work in general. These assessments will be made in comparison

to other communities where similar observations have been made. CH2M HILL will examine the number of containers per shift, adjusting for route density and distance to the disposal site.

Interviews with personnel involved in the commercial services will also be conducted, and the data will be used to complete CH2M HILL's understanding of Solid Waste Services operations.

CH2M HILL will compute the expected impact on system efficiency and effectiveness of an increase in the scope of commercial recycling services to be provided. In particular, cardboard service for multi family complexes and paper service for commercial establishments will be analyzed. This analysis will be based on waste quantity and composition data to be provided by Solid Waste Services.

Direct observation of several complexes to determine compliance with material separation requirements will provide data input. The analysis will consider the impact on route density and costs for recycling, the secondary impact on solid waste collection costs and revenues, and impact on diversion rates and the private sector. The review will discuss options to provide incentives to private sector haulers to expand full-service recycling services. Cost scenarios will be examined for two cases: "maximum" market penetration and "likely" market penetration. Two alternative technologies will be evaluated for each scenario.

Task 2.5 - Curbside Collection of Residential Recyclables

The efficiency of curbside recyclables collection will be assessed in a manner parallel to that employed for residential solid waste collection: gather data on costs and quantities collected; observe collections; interview personnel. Again, information from the City's database will be used to assess the economic and technical efficiency of the system compared to that of similar public and private entities.

Based on direct observation of collection operations, set out rates and quantities set out, and on data to be obtained from Solid Waste Services, CH2M HILL will provide a detailed assessment of the expected impact on system efficiency and effectiveness of a change in collection equipment (vehicles). CH2M HILL will model two alternative sets of equipment, including a vehicle designed to collect mixed paper, plastic, and the materials currently recycled by the Atlanta Solid Waste Services. The analyses will include a brief review of the impacts and advantages/disadvantages of changing the processing and marketing of recyclables due to the changes in the collection methods and types of materials collected. The assessment will include an estimate of the impact on recycling costs, revenues, and the associated impact on Solid Waste Services crews efficiency and costs. As the diversion rate in recycling increases, typically the solid waste collection costs increase (on a unit basis) due to a decrease in route density.

These analyses of equipment will be coordinated with the analyses of commercial/industrial recycling equipment and yard trimmings and garden equipment to create at least two technically feasible and reasonable alternative scenarios for consideration. Safety issues and employee injuries will be specifically addressed in the analysis.

Task 2.6 - Commercial and Multi-Family Recycling

CH2M HILL will document and identify how the City encourages multi-family and commercial recycling services to be provided. In particular, cardboard services for multi family complexes and paper service for commercial establishments will be analyzed. This analysis will be based on waste quantity and composition data to be provided by Solid Waste Services.

Direct observation of several complexes to determine compliance with material separation requirements will provide data input. The review will discuss options to provide incentives to private sector haulers to expand full-service recycling services. Two alternative technologies will be evaluated for each scenario. Cost scenarios will be examined for two cases: “maximum” market penetration and “likely” market penetration.

Task 2.7 - Assessment of Costing Practices and Staffing Levels

CH2M HILL will interview key City staff to determine the procedures used to assess overhead and other charges to Solid Waste Services (including interest on bond issues and other capital charges, as appropriate). These procedures will be compared to average assessments from other cities in Standard data base.

Additionally, CH2M HILL will contact up to six communities (to be jointly decided by the City and CH2M HILL) to determine procedures used in these cities for assessing overhead charges to solid waste enterprise funds, other public sector enterprise funds, and other solid waste utilities. CH2M HILL will also obtain information about staffing levels by function (i.e., general, collection, landfill) from each community and will prepare an aggregated staffing profile from up to six communities for which CH2M HILL has recently completed performance evaluations. The staffing levels will be organized and documented to allow comparison with staffing levels at the City’s Solid Waste Services. CH2M HILL will also coordinate site visits for the City to visit the six communities and discuss their approach to solid waste management.

These cost analyses will be a helpful input to the assessment of the likely impact of privatization, as they will indicate the extent to which these overhead charges are avoidable in the aggregate (to the City as a whole) and to Solid Waste Services as a separate portion of the City.

Task 2.8 - Evaluation of Incentive Rate Structures for Recycling and Yard Trimmings Programs

The City currently provides weekly solid waste collection in 90-gallon carts to customers. Recycling and yard trimmings programs are also provided to customers. This condition provides minimal incentives for customers to maximize the recovery of recyclables and yard trimmings. CH2M HILL will document the conditions as they exist, and identify and evaluate options to provide incentives for customers to increase participation in recycling and yard trimmings programs. Each option will be described with references to the experiences of other communities where appropriate. CH2M HILL will seek to compare other solid waste programs with similar fully automated solid waste collection. One option to be considered will be providing optional “every- other- week” residential solid waste collection.

CH2M HILL will only evaluate every other week solid waste collection as an incentive option to increase recycling and yard trimmings programs, and not its potential impacts to Solid Waste Services' truck fleet and costs.

Task 2.9 - Assess Competitive Collection Strategies

CH2M HILL will evaluate competitive strategies for recycling and yard trimmings collection operations. CH2M HILL will review and document relevant legal issues that may constrain the ability of the City to procure services from the private sector.

CH2M HILL will identify and evaluate potential service delivery options. The evaluation will include analysis of the following for each option:

- Long-term cost estimates
- Potential risks to the City with suggested means for mitigating that risk
- Barriers to implementation (legal, institutional)
- Other advantages and disadvantages

Task 2.10 - Meetings

The project manager and technical leads will participate in a kickoff meeting. At this meeting CH2M HILL will present and discuss the City's proposed study methodology and focus on the following:

- Data requests and availability
- Schedule for facility site visits
- Identification of key personnel for interviews
- Review of the proposed work plan and schedule

Additionally, the project manager and one project staff member will attend up to three progress meetings with Solid Waste Services staff.

Three presentations will be made to the Solid Waste Rate Advisory Group (SWRAG); initially to discuss the City's approach to the study and document their project concerns. Two other presentations will be made to the SWRAG or other interested parties at appropriate times as determined by the City (for example, the second presentation could focus on the results of the City's benchmarking of the City collection operations, and at the third presentation could occur at the end of the study to present and discuss the results). For each presentation, CH2M HILL will prepare an agenda, handouts of relevant material, and black and white overheads.

Task 2.11 - Reporting

At the completion of Tasks 2.1 through 2.10, the project team will document its findings in a draft and final Benchmarking Report. The report will include a list of references, a description

of all sources of data used, and a discussion of how they were used in benchmarking against City of Atlanta data. Conclusions and recommendations will be made regarding the following:

- Total cost for each category of collection
- Comparison costs of other similar public and private collection operations and facilities
- An evaluation of staffing levels and efficiency
- Potential ways to save costs
- Suggested operational improvements
- Operational reviews and recommendations for each collection system and facility

Deliverables: Six copies of the draft Benchmarking Report will be delivered to the City staff for internal review and comments. CH2M HILL will prepare a final report after receipt of written comments from the City. CH2M HILL will consider all comments on the draft report, and incorporate comments in consultation with the City. Six copies of the final Benchmarking Report will be submitted to the City.

Phase 3 – Update the Long-Term Solid Waste Management Plan

CH2M HILL will be assisted in this task by RW Beck.

Task 3.1 Development of the Plan

Update of the Long-Term Solid Waste Management Plan is driven by the Georgia Department of Community Affairs – Chapter 110-4-3, Minimum Planning Standards And Procedures For Solid Waste Management. Each section needs to include:

- Inventory
- Assessment
- Needs
- Goals

The plan will be prepared based on the following outline.

City of Atlanta

Long-Term Solid Waste Management Plan Outline

Element One

Amount of Waste

- Sources of Waste: Residential; Commercial; Industrial; Sanitary Sewage Sludge
- Quantity of Waste: Population; Waste Generation Rate - Residential Waste; Waste Generation Rate - Commercial/Construction and Demolition Waste
- Planned Waste Export and Import
- Amount of Solid Waste Received For Disposal - Base Year: Residential Waste Component; Commercial Waste Component; Ten Year Planning Period

Element Two

Collection

- Service Area
- Private and Public Collection Systems
- Collection Vehicles
- Transfer Points
- Existing Multi-Jurisdictional Agreements
- Waste Collection Program Summary

Element Three

Reduction

- Source Reduction
- Reuse
- Recycling: Curbside Program; Multi-Family Recycling; Commercial Waste Reduction/Recycling Programs
- Yard Trimmings Composting
- Processing
- Summary

Element Four

Disposal

- Pre-Disposal Treatment
- Thermal Treatment Technologies
- Landfill Utilization
- Facility Mix - Existing Facilities, Planned and Projected
- Private and Public Disposal
- Dedicated Waste Handling Facilities: Tires and Bio-Medical Waste

Element Five

Land Limitation

- Natural Environmental Limitations: Floodplains; Wetlands; Groundwater Recharge Areas; Water Supply Watersheds; Fault Zones-Seismic Impact Zones-Unstable Areas [Karst Areas]
- Land Use Limitations: Land Use Plan/Zoning Restrictions; National Historic Site; Districts and Sites on the National Register of Historic Places; Surface Water Intakes; Proximity to Airports; Scenic View or Vista; Nature Preserves as Identified in the Regional Development Plan; Habitat of Rare, Threatened and Endangered Plants, Animals and Biological Communities; Archaeological Sites; Chattahoochee Corridor
- Facility Siting Resources

Element Six

Education And Public Involvement

- Advisory Groups: Atlanta Solid Waste Advisory Commission; Atlanta Clean City Commission; Other Groups
- Technical Assistance, Seminars and Lectures
- Related Educational And Public Involvement Programs
- Private Sector Involvement, Education Outreach
- Media
- Schools and Curriculum
- Funding
- Educational Materials

Element Seven

Implementation and Financing

- Required Capital and Operational Cost: Collection Cost; Waste Disposal Reduction Programs; Disposal Cost; Closure & Post Closure of Existing Facilities; Replacement Landfill; Methods of Financing; Implementation; Updating the Plan; Ordinances Required; Staffing; Full Cost Reporting

Deliverables: Six copies of the preliminary SWMP will be delivered to the City staff for internal review and comments. CH2M HILL will prepare a draft and final SWMP after receipt of written comments from the City. The CH2M HILL will consider all comments and incorporate comments in consultation with the City. Up to five hundred (500) copies of the final SWMP will be prepared and submitted to the City.

Task 3.2 – Implementation of the Ongoing (Long-Term) Public Involvement Plan

The long-term program will address activities to implement the PIP that will occur as part of the solid waste management planning process. This task will be reevaluated and modified if necessary after the PIP is finalized and the first phase of the program is complete. Activities may include:

- **Press Releases:** News releases will be used when significant findings are made during the process, when project milestones are reached and in response to community concerns. Our team will issue press releases in various formats to make it easier to cover the story such as public service announcements or radio interview with experts in the solid waste industry.
- **Media /Leadership Conference and Reception** A key support group for the project will be the media and leadership in Atlanta. The media and leadership groups will be invited to hear a presentation from the City leadership and consultants on the need for the project, and potential impacts. One media /leadership conference reception will be held to build relationships and provide accurate information in the appropriate format to the media. The staff of regional and local media and leadership groups will be invited to hear presentations and a two-way exchange of information will occur.
Deliverables: One press kit consisting of a packet of information distributed to the media to summarize key points about the project including short summaries of technical studies, newsletters, press releases, and background materials.
- **Organize, Notice, and Hold Three Public Meetings.** CH2M HILL will hold three open houses during this period to provide face-to-face communication mechanism with the local affected communities. This will allow for informal, detailed discussions about a project that would not otherwise be part of a more formal presentation. Announcements for the open houses will be placed in local newspapers and flyers will be placed in local schools, libraries, and grocery stores and postcards will be sent to the parties on the Project Mailing List. **Deliverables:** One advertisement for each of the three open houses and a postcard announcement for mailing. It has been assumed that the City will be responsible for advertising, printing, and postage costs.
- **Update graphic presentation.** CH2M HILL will update poster boards that will strategically target key issues and will develop an updated educational Power point slide presentation about the status of the project, and landfilling issues. **Deliverables:** 12 graphic posters and power point slide presentation describing the landfilling process and status of the project.
- **Information Booklet.** One 12 -page (5 by 8 inches) project brochure will be provided to provide information about the planning process. The booklet will be distributed at schools, libraries, meetings, workshops, and open houses. It is assumed that others will provide printing services for the brochure. **Deliverables:** One black and white information booklet will be provided. It has been assumed that others will be responsible for printing additional copy costs as well as postage costs if needed, and the city will arrange for printing of the booklet.

- **Newsletters.** Two 2-page newsletters will be developed with time-critical information about a project issue. Newsletters will be written to reach all audiences and will provide opportunities for interaction with the public by incorporating tear-off forms for requesting and volunteering information. The response form is also helpful in building mailing lists concerning the project.
- **Database.** A public involvement database will be updated to serve the project. The database will incorporate the project mailing list and will be used to track public relations activities such as presentations, advertisements, media contacts, elected officials, workshops, specialized events, and key issues. The database will be updated periodically to reflect changes to the mailing list. CH2M HILL will coordinate with local organizations such as the Chambers of Commerce, etc. to obtain the names and addresses of interested parties. It is assumed that the mailing list will contain 200 names and that it will be updated three times during this period.
- **Web Page.** CH2M HILL will coordinate with the City's webmaster to update the web page linked to the City of Atlanta's existing web page regarding the project. The web page will inform the public on the status of the project, schedules of open houses and milestones, and can incorporate press releases and newsletters or fact sheets. It is assumed that CH2M HILL will coordinate with the City's webmaster and will provide graphics and text information but that computer programming will not be required.

Task 3.3 - Meetings

The project manager and technical leads will participate in a kickoff meeting. At this meeting CH2M HILL will present and discuss the City's proposed study methodology.

Additionally, the project manager and one project staff member will attend up to two progress meetings, and attend two review meetings following submission of the preliminary and draft SWMP with Solid Waste Services staff.

Assumptions

The following assumptions were used in the development of this Task Authorization:

- This Scope of Services does not include preparing final, detailed construction documents or permitting documents.

TRANSMITTAL FORM FOR LEGISLATION

To: Greg Pridgeon, Mayor's Office

From: Department of Public Works

Contact (Name): James Swope

Commissioner's Signature _____

Director's Signature: _____

Committee(s) of Purview: City Utilities Committee Committee Deadline: _____

Committee Meeting Date(s): _____

City Council Meeting Date: June 4, 2004

CAPTION:

A RESOLUTION BY CITY UTILITIES COMMITTEE AUTHORIZING THE MAYOR TO ISSUE A NOTICE TO PROCEED TO CH2M HILL TO FACILITATE THE UPDATE OF THE CITY'S SOLID WASTE MANAGEMENT PLAN AND TO EVALUATE SOLID WASTE SERVICES OPERATIONS TO DETERMINE THE FEASIBILITY OF UTILIZING OUTSIDE SOURCES TO IMPROVE SERVICE DELIVERY; TO AUTHORIZE PAYMENT OF COST AND EXPENSES RELATED THERETO IN AN AMOUNT NOT TO EXCEED \$ 365,537.00, TO BE PAID FROM FUND, ACCOUNT AND CENTER NUMBER 2P01 524001 M38101.

BACKGROUND/PURPOSE/DISCUSSION:

The City adopted its current Solid Waste Plan in 1995 in accordance with The State of Georgia Department of Community Affairs Minimum Planning Standards and Procedures for Solid Waste Management. Those standards require that the City's Solid Waste Plan be updated every ten years. This resolution will authorize CH2M Hill to assist in the facilitation of the update of the Solid Waste Management Plan. In as much as the work effort to update the plan is, in part, the same as that required to evaluate the feasibility of using outside sources to improve service delivery, CH2M Hill will also be authorized by this resolution to preform the feasibility evaluation.

FINANCIAL IMPACT (if any):

This resolution will authorize the use of the existing annual Architectural and Engineering contract and will not require additional funding.

Mayor's Staff Only

Received by Mayor's Office

6/4/04
(Date)

Reviewed by:

JS
(Initials) (Date)

Submitted to Council _____
(Date)

Action by Committee: Approved _____ Adversed _____ Held _____ Amended _____

Substitute _____ Referred _____ Other _____